Achieving Organizational Change: Preparing Individuals to Change and their Impact on Performance

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Abstract
Employees are required to be ready to face organizational change and have competencies that are in line with the development of science and technology which is the implementation of bureaucratic reform. This study aims to develop a model to prepare individuals to deal with, and respond to, changes and their impact on the performance of the individual within an organization. Change-oriented leadership, employee adaptability and the internalization of organizational values are indicated as important antecedents to the readiness for change, which, in turn, will affect individual performance. Data were collected from 116 respondents as employees in the National Statistics Office (NSO) of Central Java Province, Indonesia. The analytical method used SEM (Structural Equational Modeling) to test the hypotheses and Sobel Test was used to test the effect of mediating variables in the model. This research conclude that change-oriented leadership, employee adaptability and organizational values, have a positive and significant influence on readiness to change. Once the employees have high level of readiness to change, it will influence their performance.

Keywords Change-oriented leadership · Employee adaptability · Organizational values · Readiness to change · Employee performance

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Introduction

Change becomes a natural thing that happens in life. Changes in the environment, current developments, and the emergence of new needs, require human beings and organizations to be able to make changes to respond to these challenges and maintain their existence (Kasali, 2007). Kasali (2005) says that organizations that are quick to adapt to change will continue to grow and will be able to face competition and get out of crisis situations. Therefore, organizations that are able to survive and live long are not the strongest but the most adaptive ones, namely those that always adjust to the various changes that exist in their environment.

Bureaucratic reform aims to create a government bureaucracy that is professional with adaptive characteristics, integrity, high performance, clean and free of nepotism, capable of serving the public, neutral, prosperous, dedicated and upholding the basic values and code of ethics of the state employee (The Ministry of Empowering State Civil Aparature and Bureaucratic Reform, 2009). Bureaucratic reform is carried out in order to realize good governance. In other words, bureaucratic reform is a strategic step to build state employees to be more efficient and effective in carrying out the general tasks of government and national development. In addition, the rapid progress of science, information and communication technology and changes in the environment have demanded that the government bureaucracy be reformed and adapted to the dynamics of the demands of the people.

The flow of change must be responded positively by government organizations. Therefore a number of steps that are fundamental and comprehensive must be taken so that the goals and objectives of the organization can be achieved effectively and efficiently. One way to do this is to increase the competitive advantage of the employees. The competitive advantage of the employees can be achieved if the organization has the competitive advantage of the employees can be achieved if the organization has good human resources. Good human resources means having good performance, competitiveness, dedication and supporting organizational goals.

Employees will have good performance if the employee has the readiness to face organizational changes. Changes made by the organization will not succeed without employee changes, and employee changes will not be effective without being prepared in advance. Employees who are ready to change believe that the organization will make progress if the organization makes changes, as well as have a positive attitude towards organizational change and have a desire to be involved in implementing organizational change (Armenakis, Harris & Mossholder, 1993). Conversely, if employees are not ready to change, then they will not be able to keep up with the speed of organizational change that is happening (Hanpachern, Morgan & Griego, 1998).

There are several factors that influence the readiness to change. Holt, Armenakis, Feild, & Harris (2007) suggested that employee readiness to change is influenced by several factors, one of which is leadership support. Support from the leadership is one of the factors that influence the readiness to make changes, because leadership is a process of influencing or giving examples to followers in achieving organizational goals. In special situations a leader needs a special type of leadership. The characteristics of the leader must be in consistent with the needs of the organization concerned. Change-oriented leadership is one of the important factors needed by organizations that are undergoing a process of change, because it will affect the success of the process of

change in the organization. Change-oriented leadership is defined as leadership that is able to guard organizational change efforts. Leadership is believed to be directing subordinates to the goals of organizations that are making changes.

Conceptually, there is a human tendency to reject change, because it forces people to adopt new ways to do things desired by the organization (for example, systems and / or processes) (Lunenburg, Thomson & Pagani 2010). As a result, individuals experience uncertainty and have fears about potential failures in facing new situations (Vakola, Tsaousis & Nikolaou, 2004) which then influence attitudes and behavior (Jimmieson, Terry & Callan, 2004). Therefore the ability of employees to adapt is very necessary. The ability and confidence of individuals in adjusting themselves can have an important role that will eventually lead to behavioral change. The results of previous studies conducted by Silver, Mitchell & Gist (1995) found that employee adaptability was positively related to their ability and willingness to adopt novelty values. Thus, it can be said that employee adaptability will increase the readiness to change.

Good internalization of organizational values about change has been shown to reduce resistance to change (Paterson & Cary, 2002). Employees will be more confident and believe that they can follow changes because they have obtained the necessary information regarding the organization's vision, strategy, policies and plans through the internalization of organizational values. Emphasis on internalizing the values of an organization is predicted by the willingness of individuals to support change (Holt, Armenakis, Feild, & Harris, 2007). Organizational values play a role in determining the success of change (Chiloane-Tsoka, 2013). From this opinion it can be said that the ability of employees to internalize the values of an organization affects employees to be ready to face the changes that occur in their organizations.

Based on the explanation above, several variables can be identified that determine the readiness to change, including: (a) change-oriented leadership; (b) employee adaptability; and (c) internalization of organizational values, are indicated as important antecedents of readiness to change. Readiness to change will affect employee performance. Readiness in dealing with change will affect the good or bad performance of an employee. This study will compile a conceptual model that describes the interrelationships between these variables.

Literature Review and Hypotheses Development

Change-Oriented Leadership and Readiness to Change

Change-oriented leadership is also an important factor in providing direction to employees to deal with changing times and the rapid development of technology today. This leadership can empower employees to grow jobs and can foster the confidence of employees in the face of change, so that employees become better prepared to deal with these changes. The study by Qais, Rezian-na, Valliapan, Ali & Muhammed (2018) concluded that there was a significant correlation between top management factors, in this case the leadership, and the readiness to change.

Change-oriented leadership also encourages employees to have innovative and creative attitudes, and to find new ways and ideas in completing work, which in turn will improve performance. This is consistent with the research conducted by Mikkelsen

& Olsen (2018) where change-oriented leadership significantly influence performance. The research conducted by Gil, Rico, Alcover & Barrasa, (2005) also has the same results, that change-oriented leadership has an effect on performance, but the influence is mediated by organizational climate variables. From several previous studies it can be concluded that change-oriented leadership has an influence on the readiness to change and have an influence on performance.

H1: **Change-oriented leadership will encourage the readiness for change in the organization**

Employee Adaptability and Readiness to Change

The ability of employees to adapt determines the readiness of employees to change. An employee with high adaptability is able to adapt to any situation or condition including the situation and conditions during the change process. Employees are able to recognize what things are important for them to learn in order to be able to follow the flow of change. This is consistent with the research conducted by Van Dam (2013) where employees who have high adaptability will be better prepared to face change.

Other studies conducted by Tariq, Anwar & Aslam (2011) have shown that the ability of employees to adapt will affect the readiness to face any changes that will occur which will ultimately enhance the competitive advantage of these employees, and the competitive advantage of the organization. Farrell (2004) argued in his research that the ability of employees to adapt to changes that occur in an organization affects the behavior of employees who want to master new knowledge and skills, making individuals more willing to face change. From some of the above studies it can be concluded that the higher the adaptability of employees, the more ready are individuals to face change.

H2: **The higher the adaptability of employees, the more ready are individuals to face change**

Organizational Values and Readiness to Change

Organizational values play an important role in the carrying out of activities within the organization. Vision, mission, values and goals of the organization need to be conveyed so that employees understand the importance of change and want to participate in supporting changes made by the organization. Research by Winardi & Prianto (2016) shows that organizational values have a positive influence on the readiness to change and on employee performance. Another study conducted by Gorenak and Kosir (2012) found that organizational values had a statistically significant effect on employee performance, especially on employee loyalty and employee perceptions of organizational image. Another study by Diskiene & Gostautas (2013) found that the match between individual values and organizational values had a significant effect on performance.

In terms of organizational change, organizational values can help reduce employee resistance to change. Resistance can be reduced through understanding and implementing organizational values and helping employees see the vision, mission and goals of the organization that underlie change. If all employees have the same values organizational values, the organization's goals, such as improving performance, will be realized. Thus it can be concluded that organizational values affect the readiness to change.

H3: **The more organizational values are implemented properly, the more ready individuals are to deal with change**

Readiness to Change and Performance

Changes made by the organization will not succeed without employee changes and employee changes will not be effective unless they are prepared in advance. Employees who are ready to change will have a positive attitude towards organizational change and a desire to be involved in implementing organizational changes that will ultimately improve performance. The results of previous studies conducted by Silver, Mitchell & Gist (1995) found that employees confidence to face change was positively related to their ability to show the best performance. Thus it can be said that the readiness of employees to face changes would have an effect on their performance.

Another study conducted by Vakola (2014) reported that employees who have high self-confidence in their abilities show a higher level of readiness to follow changes. Hallgrimsson (2008) in their study found that increasing change readiness would improve the implementation of performance changes in the organization, due to increased work motivation and reduced uncertainty when an employee is ready to face change.

H4: **The more prepared individuals are to face change, the better their performance will be**

Empirical Model

Based on an in-depth literature review, the empirical model is proposed in Fig. 1.

Research Methodology

This research was conducted on 116 respondents at the National Statistics Office (NSO) of Central Java Province, Indonesia using a questionnaire consisting of 5 variables with open-ended questions and 27 items with close-ended questions on 5 point Likert scale from strongly agree to strongly disagree. Data was analyzed using SEM (Structural Equational Modeling) and Sobel Test.
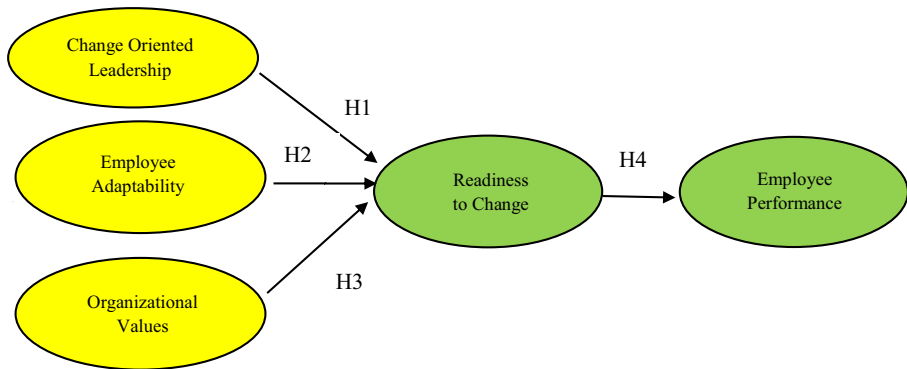
Fig. 1 Empirical Model

Measurement

Change-Oriented Leadership

Change oriented leadership is defined as leadership that promotes change, and encourages organizational growth, and generates new ideas in the completion of work. We measure this variable with 5 items: ability to explain to subordinates the importance of following changes and developments, encourage subordinates to think creatively and find new solutions in the completion of work, to understand the opportunities and challenges of the organization in the future, to be willing to take risks and to be able to make appropriate and quick decisions related organizational change, and to be able to establish cooperative relationships with other organizations. The items are adapted from Yukl, Gordon & Taber (2002).

Employee Adaptability

Employee Adaptability is defined as the potential underlying employees to behave and apply effectively in adjusting and anticipating the demands of work and changes in the environment. We measure this variable using 3 dimensions. The first dimension is Cognitive Adaptation which consists of three indicators, namely, the ability to recognize changes in the environment, being able to determine what is new and what must be learned and is considered important for effective adaptation, and being able to regulate emotions positively from fatigue and saturation. The second dimension is Affective Adaptation which consists of two indicators, namely being able to rise from failure and being able to positively regulate emotions from fatigue and saturation. The third dimension is Adaptation Behavior which consists of two indicators, namely, proactive behavior, initiating actions that have a positive effect on changing environments and reactive behavior, changing or modifying oneself to better suit the new environment. These items are adapted from Van Dam (2013).

Organizational Values

Organizational Values are defined as the guidelines that an organization has that are believed, trusted, and carried out by employees so that they become the hallmark of the

organization. We measure this variable using six items consisting of professionalism, integrity, trustworthiness, service, discipline, innovativeness and creativity. Professionals are able to work according to the job description that has been given. Integrity means being able to work honestly without engineering. An employee who has 'Amanah' value is able to maintain the trust that has been given as well as possible. Service means being able to provide the best service. An employee who has discipline is able to work in accordance with applicable rules and regulations. Innovativeness and creativity mean being able to find new ways and ideas in completing the work (taken from the Core Values Organization of National Statistic Office Indonesia).

Readiness to Change

Readiness to change is defined as an individual's positive attitude towards change, support for organizational change, and self-confidence for individuals to face change. We measure this variable using 5 items: a desire to progress to be better, attitudes that support the existence of new ways of working, willingness to follow new knowledge and technology, willingness to work better with new work procedures, and having confidence in facing change. These items are adapted from Desplaces (2005).

Employee Performance

Employee performance is defined as the success that can be achieved by an employee in a task according to the responsibilities given to him. We measure this variable using 4 items: quality of work, quantity of work, use of time and partnership. The quality of work is indicated by indicated by the level of error and the level of precision. The work quantity is indicated by the achievement of work targets. The use of time is indicated by the timeliness in the completion of work. Interpersonal Impact is demonstrated by the ability to work with other colleagues. These items are adapted from Robbins (2011) and Bernardine & Russell (1993).

Results and Discussion

Analysis of Structural Equation Modeling (SEM)

Preliminary Analysis Estimates

All indicators observed in this study have good validity and reliability values, and this is indicated by its reliability construct value (CR) greater than 0.70 and its variance extracted value (VE) greater than 0.50. Therefore, all observed indicators are included in the next SEM model.

Test of the Compatibility of the Overall Model (Fit Overall Models)

The test of the suitability of the whole model between data and models can be seen in Table 1.

M* = Model, S* = Saturated, I* = Independent

Table 1 Result of Overall Test

No.	GOF Measurement	Degree of Goodness	Estimation Result	Goodness of Fit
(1)	(2)	(3)	(4)	(5)
1.	*Chi-Square*[1]) *p value*	Less than $p > 0.05$	*Chi-Square = 474.82* *p = 0.0*	not good
2.	NCP interval	Small value Narrows intervals	17,49 7,16;36,72	good fit
3.	RMSEA	RMSEA≤0.08	RMSEA = 0.00	good fit
4.	ECVI	Small value and close to ECVI saturated	M* = 0,29 S* = 30,00 I* = 5,59	good fit
5.	AIC	Small value and close to AIC saturated	M* = 45,20 S* = 30,00 I* = 652,17	good fit
6.	CAIC	Small value and close to CAIC saturated	M* = 90,25 S* = 86,30 I* = 661,51	good fit
7.	NFI	NFI ≥ 0.90	0.97	good fit
8.	NNFI	NNFI≥0.90	0.90	good fit
9.	CFI	CFI ≥ 0.90	0.97	good fit
10.	IFI	IFI ≥ 0.90	0.97	good fit
11	RFI	RFI ≥ 0.90	0.89	marginal fit
12.	CN	CN ≥ 200	64,69	not good
13.	RMR	Standardized RMR ≤ 0.05	0.079	not good
14.	GFI	GFI ≥ 0.90	0.86	marginal fit
15.	AGFI	AGFI≥0.90	0.28	not good

1 Satorra-Bentler Scaled Chi-Square

Based on the 15 GOF sizes in Table 1 above, there are 4 GOF sizes showing not good results, 2 GOF sizes showing marginal fit while the remaining 9 GOF sizes show good results, and thus it can be concluded that the overall suitability of the model is good Fig. 2.
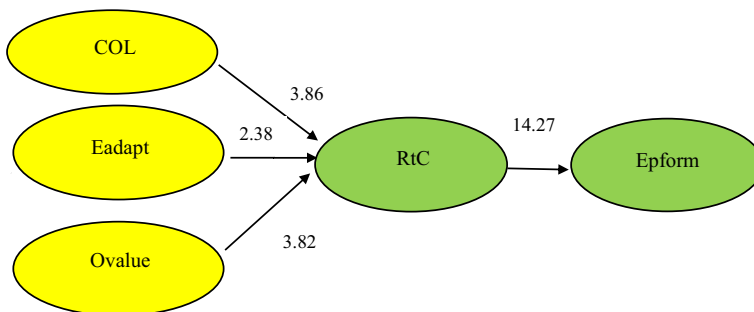
Fig. 2 Path Diagram of the Effects of Oriented Orientation, Employee Adaptability and Organizational Value on Readiness to Change and Employee Performance

Test Results of Hypotheses

Structural Equations

$$\mathbf{RtC} = \mathbf{0.36 * COL} + \mathbf{0.22 * Eadapt} + \mathbf{0.35 * Ovalue}, \mathbf{Errorvar} = \mathbf{0.31}, \mathbf{R^2} = \mathbf{0.69}$$

se (0.092) (0.093) (0.091) (0.0431) (1)

$t-values$ 3.86 2.38 3.82 7.16

$$\mathbf{Epform} = \mathbf{0.81 * RtC}, \mathbf{Errorvar} = \mathbf{0.35\,R^2}$$

$$= \mathbf{0,65}\,se\,(0.056)\,(0.086)\,t-values\,14.27\,4.06 \tag{2}$$

Hypothesis 1 Test Results Hypothesis 1 of this study states that change-oriented leadership will encourage the readiness to change in the organization. Equation (1) above shows the relationship between the following variables: Change-Oriented Leadership, Employee Adaptability, and Organizational Value towards Readiness to Change. The path parameter coefficient obtained from the relationship between change-oriented leadership variables to readiness to change is 0.36 with a t-statistic value of 3.86. This value is more than 1.96 at the alpha significance level of 0.05, meaning that with a 95% confidence level it can be said that there is a significant effect between change-oriented leadership towards readiness to change. The positive value of the parameter coefficient means that change-oriented leadership will encourage the readiness to change in the organization. Hence, hypothesis 1 is supported.

Hypothesis 2 Test Results Hypothesis 2 of this study states that the higher the adaptability of employees, the more prepared individuals will be to deal with change. The path coefficient obtained from the relationship between employee adaptability to readiness to change variables is 0.22 with a t-statistic value of 2.38. This value is more than 1.96 at the alpha significance level of 0.05 so that with a confidence level of 95% it can be said that there is a significant correlation between employee adaptability and readiness to change. The positive value of the parameter coefficient means that the higher the adaptability of an employee, the more ready are individuals to deal with changes,and hence, hypothesis 2 is supported.

Hypothesis 3 Test Results Hypothesis 3 of this study states that the more organizational values are applied, the more ready individuals are in dealing with change. The path coefficient obtained from the relationship between organizational values variable and readiness to change is 0.35 with a t-statistic value of 3.82. This value is more than 1.96 with an alpha significance level of 0.05 which means that with a 95% confidence level it can be said that there is a significant correlation between organizational values and readiness to change. The positive value of the parameter coefficient means that the more the values

of the organization are implemented well, the more ready are individuals to face change, and hence, hypothesis 3 is supported.

Hypothesis 4 Test Results Hypothesis 4 of this study states that the more prepared individuals are to face change the better their performance will be. Based on eq. (2) the path coefficient obtained from the relationship between readiness to change towards employee performance is 0.81 with a t-statistical value of 14.27. This value is more than 1.96 with an alpha significance level of 0.05 so that with a confidence level of 95% it can be said that there is a significant correlation between readiness to change towards employee performance. The positive value of the parameter coefficient means that the more prepared the individuals are to face change, the better the performance will be, and hence, hypothesis 4 is supported.

Mediation Test with Sobel Test

Sobel test is a test to determine whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship. It will examine the role of mediating variables in this case Readiness to Change mediates the effect of Change Oriented Leadership, Employee Adaptability, and Organizational Value toward Employee Performance.

Readiness to Change Mediates Change-Oriented Leadership towards Employee Performance

Based on eq. (1) it can be seen that the coefficient value of a is 0.36 with a standard error of 0.092, and the coefficient of b is 0.81 with a standard error of 0.056 using the z value of the single test obtained value of 3.78 which is greater than the value of z-score 1.96, and thus it can be concluded that change-oriented leadership can encourage employee performance by increasing the readiness to change first.

Readiness to Change Mediates Employee Adaptability Employee Performance

On the basis of eq. (1), it can be seen that the coefficient value of a is 0.22 with a standard error of 0.093, and the coefficient of b is 0.81 with a standard error of 0.056 using a single test value of 2.33, which is greater than the value of z-score 1.96, and so it can be concluded that change-oriented leadership can encourage employee performance by increasing the readiness to change first.

Readiness to Change Mediates Organizational Value to Employee Performance

Based on eq. (1), it can be seen that the coefficient value of a is 0.35 with a standard error of 0.091, and the coefficient of b is 0.81 with a standard error of 0.056 using the z value of a single test obtained value of 3.71, which is greater than the value of z-score 1.96 and thus it can be concluded that organizational values can encourage employee performance by increasing the readiness to change first.

Discussion

Change-oriented leadership has a positive influence on the readiness to change. This variable is the most dominant in influencing the readiness to change compared to other variables such as the ability of employees to adapt and organizational values, especially the ability to provide an explanation to subordinates on the importance of following changes and developments. The leadership element is an important factor in an organization, as leadership can influence and direct employees to achieve organizational goals. This is reinforced by the results from the responses of the open-ended questions in the questionnaire which indicate that most employees want leaders who can provide examples and role models so that employees become better prepared to face change. Therefore, the leadership element in the National Statistics Office (NSO) of the Central Java Province is expected to give greater attention to employees by providing examples of attitudes and behavior as well as examples in efforts to deal with change so that employees will feel ready to face change. These results are consistent with the research conducted by Qais, Rezian-na, Valliapan, Ali & Muhammed (2018) where it can be concluded that there is a significant correlation between the top management factors, in this case the leadership, and the readiness to change. This results also in line with study conducted by Muafi, Fachrunnisa, Siswanti, et al. (2019) which state that leadership has positive impact on employee engagement, changed oriented leadership will inspire the employees to be ready to face change and will deliver beliefs that employee who are ready to face the change will have higher performance than those who do not.

Employee adaptability has a positive effect on readiness to change, especially on the ability of employees to rise from failure. This is reinforced by the responses of the open-ended questions in the questionnaire which indicated that most employees have persistence, tenacity and confidence in overcoming problems that occur. Employees have effective ways to overcome failure, including not being ashamed to ask questions and discuss with supervisors or other colleagues when they fail at a job, want to learn from various sources of information such as through the internet or relevant literature. Therefore, every employee at the National Statistics Office (NSO) of the Central Java province is expected to have a high ability to adapt by utilizing a variety of available resources so that in the end it can make the individual more ready to face changes. This is consistent with the research conducted by Van Dam (2013) where employees who had high adaptability were better prepared to face change.

Organizational values also have a positive effect on the readiness to change, especially the values of integrity, trustworthiness and friendly service. Integrity is the values to be able to be honest, open, although without supervision from supervisors. Amanah is a proof of the accountability of an employee to the Almighty God who is able to maintain as well as possible the trust given by the organization. Meanwhile, Friendly service is a form of social responsibility to the community where a civil servant must have an attitude of serving and not being served, able to serve the needs and demands of the community for fast and quality data needs with full hospitality. This is also reinforced by the responses to the open-ended questions in the questionnaire in which most employees felt that National Statistics Office (NSO)'s core values have been well implemented within the work unit. The application of good organizational values makes individuals more prepared to face the changes that occur. This is in

accordance with the research by Winardi & Prianto (2016) showing that organizational values have a positive influence on the readiness to change. This result is also consistent with the research conducted by Indriastuti and Fachrunnisa (2019) which shows that organizational values have a positive influence on the commitment of the employee to be ready to face change.

Readiness to change has a positive influence on employee performance. Therefore, every individual needs to be prepared in advance to be able to deal with changes that will ultimately be able to improve performance, because if they are not prepared in advance, the process of change becomes ineffective and it can increase the risk of failure.

Based on the responses to the open-ended questions contained in the questionnaire, most employees stated that they had a desire to increase their competency and become better at work. One way to do this is by participating in various trainings, both in technical and non-technical training, that can increase the capacity and capability of employees, so that employees will have confidence in facing the process of change. In the end, therefore, employees who are ready to face change have a high level of work motivation and will eventually have good performance. This is consistent with Halgrimsson's (2008) research finding that increasing readiness to change will improve the implementation of changes in employee performance in organizations. This is due to increased work motivation and reduced uncertainty when an employee is ready to face change. The results of this study support this statement.

Conclusion

Based on the results of data analysis and discussion, it can be concluded that, to improve employee performance in this era of change, an organization must prepare individuals readiness for change, and this can be accomplished through 3 (three) variables: change-oriented leadership, employee adaptability and organizational values.

Managerial Implication

Based on the results of the study using empirical data, the elements of the management team in National Statistics Office (NSO) of the Central Java Province need to strengthen the readiness to change and their impact on performance with the following efforts, the leaders are expected to give more examples and be exemplary in their daily attitudes and behavior. Leaders have to be more consistent between words and deeds, because essentially the leader is a role model for his subordinates. In addition, the leadership element is expected to be able to take risks and be able to make decisions quickly and precisely related to organizational changes to minimize the risk of failure. One way to implement open management is by the leader inviting his subordinates to play an active role in the formulation of policies, and the leader will be able to know what is being complained about and desired by his subordinates, so that decisions will be made quickly and accurately in the face of change.

The management team is always focused on educating emotional human resources, so that everyone in the office is able to handle to positively manage emotions from

fatigue and boredom. This is because if fatigue and boredom attack employees, their commitment to productive work can be disrupted. The management can provide a relaxation corner where there are musical instruments, massage chairs and aroma therapy that can improve mood and employee morale so that employees can return to productive work. In addition, all employees perform light stretching exercises at certain hours such as bending the waist until the fingers touch the toes, stretching hands and feet, turning legs, and turning the neck. This simple movement will help the body stay relaxed while working in the office. It is also necessary to hold gathering activities once a year outside of the city besides being able to strengthen family ties within the organization as well as provide a new atmosphere that can eliminate boredom.

Management needs to improve the ability to create and innovate employees to be better prepared to face changes, among others, by providing training that can support job demands such as training using software stata, minitab, eviews, R-software (for data analysis), and also adobe photoshop, inkscape, coreldraw to make the appearance of infographics and videographics more attractive, Increasing knowledge sharing activities among employees and providing special storage containers such as an application so that it can be stored and opened whenever needed, all employees can find out developments both related to statistics and non-statistics so they can produce new innovations and not get caught up in work routines. In addition, special gifts and awards for employees who succeed in innovating to improve performance can encourage employees to want to innovate so that a culture of innovation can be formed.

The National Statistics Office (NSO) of Central Java Provincial, through structural officials, needs to make an effort to increase the motivation of employees by conducting motivation training or ESQ (Emotional Spiritual Quotient) every semester so that employees have confidence and positive thinking about the changes being made by the organization. In addition, the sense of responsibility of employees must also be improved by providing an understanding that change will bring benefits to employees and organizations.

Research Limitation

The weakness in this research is the presence of self-response bias in the measurement of performance variables. This study only use a soft system approach (an approach that comes within the individual itself) to measure the readiness to change.

Future Research

In addition, future research will be more valid if the performance variable not only comes from the employee itself but also asked directly to the supervisor, but the consequences of the questionnaire cannot be anonymized because they will be matched both the answer of the employee and the performance evaluation from the supervisor. Measurement for readiness to change variable would be better if using both soft and hard system approaches, so that it is not only measured through the approache from within the individual but also measured through hard system approaching such as work system, work tools, and work structure that support toward readiness to change.

Compliance with Ethical Standards

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